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Programme planning

Proposed strategic framework for the period 2014-2015

Part one: plan outline

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I. Background

1. The strategic framework for the period 2014-2015 has been prepared pursuant to General Assembly resolutions 58/269, 59/275, 61/235, 62/224, 63/247, 64/229, 65/244 and 66/8 and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8).

2. The General Assembly, in its resolution 58/269, requested the Secretary-General to prepare, on a trial basis, for submission to the Assembly, a biennial strategic framework to replace the four-year medium-term plan which would comprise two parts in one document: in part one, a plan outline, reflecting the longer-term objectives of the Organization; and in part two, a biennial programme plan to cover two years. The Assembly affirmed that the strategic framework should constitute the principal policy directive of the United Nations and should serve as the basis for programme planning, budgeting, monitoring and evaluation, in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation.[1]

II. Longer-term objectives of the Organization

3. A principal criterion established by Member States for the preparation of the strategic framework is the setting of longer-term objectives consistent with all the relevant legislative mandates in all areas of the activities of the Organization. While it is not practical to list all the relevant mandates, the mandates collectively form the basis for the preparation of proposals for the period 2014-2015. Consequently, the strategic framework for the period 2014-2015 is a translation of legislative mandates into programmes and subprogrammes. A summary of key legislative mandates is included at the end of each programme in the biennial programme plan.

4. Consistent with past practice, the objectives stated in the biennial programme plan are not limited to a two-year period and consequently contribute to the overall longer-term objectives of the Organization. In accordance with resolution 59/275, the strategic framework for 2014-2015 has been prepared taking due account of the internationally agreed development goals, including those contained in the United Nations Millennium Declaration (resolution 55/2) and the outcomes of the major United Nations conferences and international agreements since 1992, as well as the 2005 World Summit Outcome (resolution 60/1). Priorities for the period 2014-2015 are presented in section III below, and further information on the format and structure of the strategic framework and the incorporation of legislative mandates therein is provided in section IV.

5. Globalization, demographic transformation, the emergence of new centres of economic dynamism, the accelerating inequalities within and across nations, challenges to the existing social contract by disillusioned and mobilized citizens, the technological and organizational transformation linking people directly as never

[1] See *Official Records of the General Assembly, Sixty-fifth Session, Supplement No. 6, Section 1* (A/65/6/Rev.1), for a detailed account on the introduction of the biennial strategic framework.

before and climate change are transforming the human and physical geography of our world.

6. Peace and security challenges continue to increase in scale and complexity: conflicts persist unabated in many parts of the world straining the capacity of United Nations peacekeeping forces and political missions; terrorism and crime are extending their reach, affecting populations everywhere; and significant progress on global non-proliferation and disarmament is elusive.

7. These forces are placing the foundations of the Organization's work and global system under unprecedented stress. They are driving not just incremental but exponential changes. They are interconnected and increasingly complex. To ensure that current and future generations benefit from opportunities presented by this changing reality and are able to mitigate increased risks, the global community will need to work together in unprecedented ways.

8. The United Nations is uniquely positioned to help the world to address these challenges. It has the ability and legitimacy to facilitate universal dialogue to arrive at joint solutions and can mobilize new constituencies to join Governments and international organizations to address global problems. Moreover, owing to its role in legitimizing new norms, structures and processes for international collaboration, it can assist in strengthening international governance in areas where such governance is missing or weak.

9. To meet the core mandates of the United Nations and address emerging new challenges over the next biennium, it is proposed that work would be focused on the areas listed below.

Promotion of sustained economic growth and sustainable development

10. While the past couple of decades have seen global economic growth, particularly in developing countries, in a vast majority of countries growth has not been inclusive — across the board we have seen growing income inequalities. Moreover, the increasing incidence of economic crises, worrying employment trends in advanced economies and ageing populations suggest that current growth strategies may be unsustainable. For this reason, it is essential that the United Nations works with the rest of the international community to promote inclusive economic growth, prioritize sustainable development and eradicate poverty. Making a final push to achieve the Millennium Development Goals will be an essential component of this orientation. A particular focus will be given to accelerating progress towards eliminating extreme poverty and hunger, focusing on inequalities and making particular efforts in countries with special needs and in those which have not achieved sufficient progress. Continued efforts will be needed to build on the milestone just reached in reducing extreme poverty by half.

11. In the biennium, the United Nations will focus on understanding the interactions between population and development, with a specific focus on gender. The impact of trends in fertility, mortality, migration, HIV/AIDS, urbanization, population growth, population ageing and the environment will be carefully studied and will inform the design of future policy and development programmes. The United Nations will continue to support the development of the least developed countries, in accordance with the Programme of Action for the Least Developed Countries for the Decade 2011-2020.

12. During the biennium, consensus around a post-2015 development agenda will need to be forged. The Organization will work to facilitate agreement on the shape and scope of a new sustainable development framework, building on global, regional and national strategies. Intergovernmental agreements forged at the United Nations Conference on Sustainable Development will provide the road map for work that will need to be undertaken. Subject to the endorsement of Member States, efforts will include: mobilizing support for increasing energy efficiency and renewal energy technologies for low-emissions development; adopting and implementing globally agreed goals for food and nutrition, working to provide universal access to safe drinking water and adequate sanitation, addressing overfishing and pollution by working to improve the governance of oceans and coastal habitats and working with a variety of State and non-State stakeholders to arrive at recommendations for more sustainable transport systems that address rising congestion and pollution, particularly in urban areas.

13. In the area of gender equality, the Organization will continue to leverage the establishment of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) towards the elimination of discrimination against women and girls in line with Millennium Development Goal 3. Efforts will include: increasing women's leadership and participation in all areas that affect their lives; increasing women's access to economic empowerment and opportunities, especially for the most excluded; preventing violence against women and girls and expanding access to survivor services; strengthening the responsiveness of plans and budgets to gender equality at all levels; and supporting the development of global norms, policies and standards on gender equality and women's empowerment.

14. Climate change is the defining challenge that this generation faces. To address climate change, the Secretariat will facilitate mitigation and adaption on the ground, promote climate financing, facilitate and execute agreements on reducing emissions from deforestation and forest degradation and work towards securing a comprehensive climate change agreement applicable to all parties with legal forces under the United Nations Framework Convention on Climate Change.

Maintenance of international peace and security

15. The promotion of international peace and security will remain at the core of the work of the United Nations in 2014-2015. Persistent and new armed conflict or major civil strife and instability in many regions of the world have huge costs in terms of lives and development prospects for the countries and the regions involved. The current environment calls for an agile United Nations equipped with prevention, mediation, conflict resolution, peacekeeping and peacebuilding tools to maintain and consolidate peace and security.

16. In the biennium, the Organization will continue to provide peacekeeping support to many areas of the world through its field-based peacekeeping missions and special political missions. It will construct an enhanced partnership for United Nations field missions through strong collaboration and burden-sharing with regional organizations and among Member States. The Organization will also work to ensure that peacekeepers — military and civilian — and special political missions have the capacities and support necessary to meet the demands of increasingly complex operations. Particular efforts will be made to collaborate with partners to provide adequate and timely civilian capacity in conflict and post-conflict settings.

17. The United Nations anticipates a major effort to use tools recently developed to enhance the implementation of different types of mandates, including tasks to protect civilians. Efforts related to field-based United Nations missions would shift focus on implementation, which involves securing political will at the national and international levels; clear and achievable mandates; strong leadership in the field; clarity on the roles, responsibilities and comparative advantages of each key actor; inclusive national ownership; appropriate skills and equipment; and the ability to deploy rapidly.

18. Efforts to facilitate timely mission start-up, improve the delivery of support to field-based missions, pursue economies of scale where possible and appropriate and ensure greater accountability and transparency in the use of resources through the global field support strategy will continue to the end of the biennium.

19. Response to conflict, as we know from experience, is much more costly than prevention. During the biennium, significant effort will be made to continue to strengthen the United Nations capacity for preventive diplomacy and mediation. A particular focus will be given to ensuring that the United Nations can prevent election-related violence through good offices, strategic and technical assistance, as well as an increased role of women's leadership in peace and security and the humanitarian response.

20. In order to prevent conflict and support peacebuilding, the Organization will continue to develop best practices and scale up its capacity to support Governments in national and local reconciliation, informal dispute resolution, constitution-making, inclusive governance and democratic practices. In addition, the Organization will support the important work of the Peacebuilding Commission as it mobilizes international support for nationally owned and led peacebuilding efforts.

21. Unfortunately, in 2014-2015, the Organization does not anticipate that the security environment for United Nations personnel will improve. Rather, if current trends continue, it is likely to deteriorate. As a consequence, the Organization will seek to enhance the safety and security of staff by mainstreaming security resources and personnel decisions through all relevant planning processes, increasing security threat analysis capabilities at field locations and improving national and international staff security training to match the threat environment in given locations. The Organization will also accelerate progress in ensuring comprehensive, coordinated and consistent support to staff affected by critical incidents in the line of duty, as well as to their families, and to increase its support to staff affected by trauma.

Development of Africa

22. Africa will remain a key area of focus for the United Nations in 2014-2015. While Africa continues to experience solid overall economic growth, and even though the absolute number of people in the region living in extreme poverty seems to be declining, inequalities persist: unemployment remains high, and armed conflicts undermine development prospects in key regions. Demographic shifts on the continent are leading to an increasing "young" population, which will require that the United Nations develop policies and practices that will provide young people with better opportunities for education, training, skills and jobs.

23. The Organization will continue to work closely with the African Union and its New Partnership for Africa's Development programme, and the Millennium Development Goals Africa Steering Group to drive the momentum forward on the African development agenda. It will partner with interested Governments to implement projects that boost financing for development in areas such as sustainable forest management and to promote and strengthen the engagement of citizens in governance and public administration.

24. In 2014, the Organization will work to ensure a successful comprehensive 10-year review conference of the Almaty Programme of Action and come up with a new agenda to support the development of the landlocked developing countries, including, of course, those on the African continent.

25. A number of African countries continue to face challenging peace and security environments. The Organization will work in close coordination with the African Union and African regional organizations to provide support to the African peace and security agenda.

Promotion of human rights, justice and international law

26. Establishing and upholding normative standards as they relate to human rights and justice and advancing international law is core to the mission and mandate of the United Nations. In the previous biennium, the United Nations played a key role in supporting the people on the front lines who are advocating for human rights, the rule of law and democracy as well as the responsibility to protect.

27. In 2014-2015, the Organization will be developing best practices and strengthening its capacity to provide Government and non-governmental actors with support in human rights, the rule of law and governance.

28. The Organization will continue to work to ensure accountability by combating impunity for serious international crimes, strengthening the international criminal justice system and supporting and enhancing capacity-building measures to strengthen national justice systems.

29. It will continue to work to ensure that the Human Rights Council fully performs the functions for which the Council was established. The Organization will also continue to work to operationalize the responsibility to protect through appropriate diplomatic, humanitarian and other peaceful means, as mandated by the General Assembly.

Effective coordination of humanitarian assistance efforts

30. The need for humanitarian assistance is increasing, rather than decreasing, owing in large part to the rising incidence and severity of natural disasters. In this context, there is an urgent need to build a more global, accountable and robust humanitarian system.

31. To that end, the Secretariat proposes to place a special focus on several priority areas. First, the Organization plans to work to enhance the collaboration of humanitarian organizations, particularly from the global South, at the local, national and regional levels in strengthening community resilience and emergency response. Secondly, it hopes to establish a monitoring system to assess progress on the implementation of preparedness. Thirdly, it will seek to expand support for pooled

fund mechanisms, including the Central Emergency Response Fund. Finally, it will place a strong emphasis on mobilizing action on preventing humanitarian crisis by supporting both disaster risk reduction and conflict prevention efforts.

Disarmament

32. Revitalizing the global disarmament and non-proliferation agenda in the area of nuclear and other weapons of mass destruction as well as conventional arms will be a priority in the biennium. The Organization will further work to strengthen its role in dealing with nuclear safety, the arms trade as well as outstanding regional issues.

Drug control, crime prevention and combating international terrorism in all its forms and manifestations

33. Over the past decade, the threat to global peace and stability posed by organized crime and drug trafficking has increased. In 2014-2015, the Secretariat will work to develop and propose a 10-year action plan on transnational organized crime and drug trafficking that could be taken up by the General Assembly. This plan will seek to lay out policy options and practical recommendations for action.

34. The Organization also plans to develop a framework for strengthening data collection on drug trafficking and organized crime and will develop recommendations on ways to enhance international action on trafficking, including by supporting cross-border prosecutions and proactive analysis of illicit international flows and strengthening national capacities in this area.

35. International terrorism continues to be a major threat to international peace and security. In 2014-2015, the Organization will support the implementation of the United Nations Global Counter-Terrorism Strategy through the work of the Counter-Terrorism Implementation Task Force. Efforts will focus on providing integrated assistance to countries requesting support for implementing the Global Strategy.

The evolving global governance architecture

36. As the threats and challenges facing the international community grow in complexity and scope, the need to improve global governance will become even more urgent. At the moment, the Organization is working harmoniously with other formal treaty-based organizations as well as ad hoc groupings to respond immediately to these urgent and complex challenges. Owing to its unique mandate and ability to address broad areas such as development, peace and security, human rights and humanitarian crises in a holistic manner and arrive at integrated solutions to joint problems, the United Nations is uniquely placed to meet the evolving needs of global governance. To that end, the Organization is working to innovate, broaden the base of constituencies working together and encourage the adoption of a flexible but robust international architecture that can address the stresses on the international system.

Measures to strengthen the United Nations

37. The core mandates of the Organization are compounded by new challenges that emerge and place on it a significant demand for agility, effectiveness and efficiency. At the same time, greater transparency and accountability are expected

from the United Nations. With these realities in mind, the Organization will continue to implement and propose for the consideration of Member States management reforms and innovative change initiatives to ensure more effective and efficient delivery of mandates. The management of human and financial resources as well as the supporting administrative systems are being reviewed to meet the needs of a twenty-first century global United Nations. As part of that effort, the Organization will work on developing a more structured approach to mobility, with a view to meeting organizational needs and developing a more adaptable, dynamic and global workforce.

38. The Secretary-General has introduced new measures aimed at making the United Nations more transparent, effective and efficient. In his second term, the continuous improvement of the efficiency and effectiveness of the Organization remains a core priority of the Secretary-General. In that connection, several streams of work continue to be advanced in an integrated and self-reinforcing manner designed to achieve this priority.

39. In 2014-2015, the Organization is expected to implement the International Public Sector Accounting Standards (IPSAS) and be in the final deployment phases of its enterprise resource planning project, Umoja. These reforms will transform resource management and make the Organization more transparent.

40. The Organization, guided by its strategic framework, will make an explicit effort to strengthen accountability and concentrate resources where they can have the largest impact. It will place a special emphasis on strengthening the implementation of oversight body recommendations and ensuring that those recommendations and findings are fed into the management process; providing clear (and greater) delegation of authority; and continuing to implement enterprise risk management on a pilot basis. Finally, the Organization will take action to modernize its processes, introduce cost-effective measures, and reward excellence and achievement.

III. Priorities for the period 2014-2015

41. It is recalled that for the periods 1998-2001, 2002-2005, 2006-2007, 2008-2009, 2010-2011 and 2012-2013, the General Assembly identified eight priority areas, which covered the bulk of the substantive activities of the United Nations. As the conditions that led to those priorities persist, it is proposed that the Assembly may wish to consider reaffirming or amending, as appropriate, the following priorities for the period 2014-2015, namely:

(a) Promotion of sustained economic growth and sustainable development in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences;

(b) Maintenance of international peace and security;

(c) Development of Africa;

(d) Promotion of human rights;

(e) Effective coordination of humanitarian assistance efforts;

(f) Promotion of justice and international law;

(g) Disarmament;

(h) Drug control, crime prevention and combating international terrorism in all its forms and manifestations.

IV. Structure and format

42. The strategic framework comprises part one: plan outline, and part two: biennial programme plan. The plan covers 28 programmes, each of which corresponds to the work carried out by an organizational entity, usually at the departmental level (congruent with the relevant section of the programme budget) and is subdivided into a number of subprogrammes. Those in turn correspond to an organizational entity, generally at the level of a division.

43. The presentation of each programme of the biennial plan in part two includes: (a) the overall orientation, reflecting the raison d'être of the programme as a whole, changes as a result of the programme's intervention and the anticipated benefits for its end-users; (b) the subprogrammes; and (c) a list of legislative mandates. Each subprogramme follows the results-based methodology with respect to the use of the logical framework, reflecting the following elements: (a) the objective of the Organization; (b) the expected accomplishments of the Secretariat and (c) the indicators of achievement, all of which will form the basis of the forthcoming proposed programme budget. Each subprogramme includes the strategy to be employed for attaining the expected accomplishments.

44. In line with the recommendations of the Committee for Programme and Coordination in paragraphs 31 and 33 of its report on its fiftieth session (A/65/16), the Secretariat worked in a coordinated manner to improve the formulation of all elements of subprogramme logical frameworks, with particular attention paid to the formulation of expected accomplishments and the qualitative aspects of indicators of achievement. This was achieved by conducting a series of working sessions with all senior programme managers, during which programme managers were requested to prepare their proposals in such a way as to make their frameworks more meaningful to Member States as information on planned results and for use as a management tool. In many cases, the Committee for Programme and Coordination has also defined specific wording for the frameworks, which continues to be reflected in the 2014-2015 frameworks.

45. The refinements made to the logical frameworks are intended to improve accountability in line with General Assembly resolution 64/259, wherein the General Assembly decided, inter alia, that accountability included achieving objectives and high-quality results in a timely and cost-effective manner and fully implementing and delivering on all mandates to the Secretariat as approved by United Nations intergovernmental bodies and other subsidiary organs established by them in compliance with all resolutions, regulations, rules and ethical standards, and to ensure a fully results-oriented Organization.

46. The preparation of the biennial programme plan involves not only the participation of all departments, but also the review by relevant specialized intergovernmental bodies of those programmes falling within their sphere of competence. Recommendations by those bodies for modifications to the proposed biennial programme plan are incorporated when available. In cases where it has not

been possible to incorporate changes owing to the scheduling of meetings, the recommendations of those intergovernmental bodies are made available to the Committee for Programme and Coordination at the time of its review.

A. Objective of the Organization

47. The objective is expressed at the level of the Organization as a whole (Member States and Secretariat), rather than at the level of either intergovernmental or Secretariat action only. In other words, the objective reflects what the subprogramme intends to achieve, not what is planned to be done by the entity responsible for implementing it. For example, an objective of the Organization as a whole might be "to ensure international peace and security through prevention, control and resolution of conflicts by peaceful means", but not "to monitor and analyse situations of potential conflict", which constitute activities carried out by the Department of Political Affairs. The objective, in terms of the logical framework for programme design, refers to the impact of the Organization's work at the highest level.

48. Efforts have been made to be more succinct in formulation of the objectives, by providing a clearer picture of the difference each subprogramme is intended to make for its beneficiaries and reflecting language that has been adopted by Member States. The objectives stated in the biennial programme plan are not limited to a two-year period.

B. Expected accomplishments of the Secretariat

49. Expected accomplishments (also known as "expected results") are intended to reflect the consequence of the activities to be undertaken and products and services to be delivered by the Secretariat within a two-year period. Expected accomplishments show benefits to end-users, and it is therefore incumbent upon programme managers to pay particular attention to the many categories of targeted beneficiaries. Expected accomplishments, when they occur, contribute to the fulfilment of the objective. In other words, in terms of the hierarchy of programme design, expected accomplishments appear at a lower level than the objective.

50. While the attainment of some expected accomplishments of the Secretariat cannot be attributed exclusively to the Secretariat owing to the many stakeholders concerned, it is nevertheless plausible to claim that the activities undertaken and the outputs and services delivered by the Secretariat — when properly designed and effectively implemented — contribute to those results. This claim can be further justified by the fact that programme managers, at the budget preparation stage, are required to determine the nature and scope of outputs and select those that most effectively contribute to the expected accomplishments that are reflected in the biennial programme plan.

C. Indicators of achievement

51. Working sessions with programme managers focused on testing the measurability and the presence of clear linkages between selected indicators of

achievement and the expected accomplishments. Although the performance measures, namely the baselines and targets, do not appear in the biennial programme plan, they will be included in the forthcoming proposed programme budget.

D. Strategy

52. The strategy reflects the approach to be taken to effectively contribute to the expected accomplishments.

E. Legislative mandates

53. Legislative mandates, which are listed at the end of each programme, are addressed to Governments, intergovernmental bodies, United Nations organizations and other entities, as well as to the Secretary-General. There are general mandates that provide the overall orientation of programmes and subprogrammes and there are specific mandates that require the Secretary-General to undertake a particular activity or to deliver a specific output.

Annex

Entities responsible for each subprogramme

Programme	*Description*	*Entities*
1.	General Assembly and Economic and Social Council affairs and conference management	Department for General Assembly and Conference Management at Headquarters and the conference-servicing organizational entities at the United Nations Offices at Geneva, Vienna and Nairobi
	A. Conference management, New York	
	Subprogramme 1. General Assembly and Economic and Social Council affairs	General Assembly and Economic and Social Council Affairs Division
	Subprogramme 2. Planning and coordination of conference services	Central Planning and Coordination Service
	Subprogramme 3. Documentation services	Documentation Division
	Subprogramme 4. Meetings and publishing services	Meetings and Publishing Division
	B. Conference management, Geneva	
	Subprogramme 2. Planning and coordination of conference services	Central Planning and Coordination Service
	Subprogramme 3. Documentation services	Languages Service, the Proofreading, Editing and Publications Section of the Publishing Service and the Editing and Referencing Units of the Documents Management Section of the Central Planning and Coordination Service
	Subprogramme 4. Meetings and publishing services	Interpretation Service and Publishing Service
	C. Conference management, Vienna	
	Subprogramme 2. Planning and coordination of conference services	Planning, Coordination and Meetings Section, Conference Management Service
	Subprogramme 3. Documentation services	Six Translation and Text-processing Sections, Editorial Control Unit and linguistic support team, Documents Management Unit
	Subprogramme 4. Meetings and publishing services	Interpretation Section, Electronic Publishing Unit and Reproduction and Distribution Unit

Programme	*Description*	*Entities*
	D. Conference management, Nairobi	
	Subprogramme 2. Planning and coordination of conference services	Planning and Coordination Section
	Subprogramme 3. Documentation services	Translation and Editorial Section
	Subprogramme 4. Meetings and publishing services	Interpretation and Publishing Section
2.	Political affairs	Department of Political Affairs
	Subprogramme 1. Prevention, management and resolution of conflicts	Regional divisions; Policy and Mediation Division and special political missions substantively administered by the regional divisions
	Subprogramme 2. Electoral assistance	Electoral Assistance Division
	Subprogramme 3. Security Council affairs	Security Council Affairs Division
	Subprogramme 4. Decolonization	Decolonization Unit
	Subprogramme 5. Question of Palestine	Division for Palestinian Rights
	Subprogramme 6. Counter-Terrorism Implementation Task Force	Office of the Counter-Terrorism Implementation Task Force
	Subprogramme 7. Office of the United Nations Special Coordinator for the Middle East Peace Process	United Nations Special Coordinator for the Middle East Peace Process
	Subprogramme 8. Peacebuilding Support Office	Peacebuilding Support Office
	Subprogramme 9. United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory	Office of the Register of Damage
	Subprogramme 10. United Nations Office to the African Union	United Nations Office to the African Union
3.	Disarmament	Office for Disarmament Affairs
	Subprogramme 1. Multilateral negotiations on arms limitation and disarmament	Conference on Disarmament Secretariat and Conference Support Branch at the United Nations Office at Geneva
	Subprogramme 2. Weapons of mass destruction	Weapons of Mass Destruction Branch
	Subprogramme 3. Conventional arms (including practical disarmament measures)	Conventional Arms Branch
	Subprogramme 4. Information and outreach	Information and Outreach Branch

Programme	*Description*	*Entities*
	Subprogramme 5. Regional disarmament	Regional Disarmament Branch
4.	Peacekeeping operations	Department of Peacekeeping Operations and Department of Field Support
	A. Peacekeeping operations	
	Subprogramme 1. Operations	Office of Operations
	Subprogramme 2. Military	Office of Military Affairs
	Subprogramme 3. Rule of law and security institutions	Office of Rule of Law and Security Institutions
	Subprogramme 4. Policy, evaluation and training	Policy, Evaluation and Training Division
	Subprogramme 5. Field administrative support	Field Personnel Division and Field Budget and Finance Division
	Subprogramme 6. Integrated support services	Logistics Support Division and Information and Communications Technology Division
	B. Peacekeeping missions	
	1. United Nations Truce Supervision Organization	United Nations Truce Supervision Organization
	2. United Nations Military Observer Group in India and Pakistan	United Nations Military Observer Group in India and Pakistan
5.	Peaceful uses of outer space	Office for Outer Space Affairs
6.	Legal affairs	Office of Legal Affairs
	Subprogramme 1. Provision of legal services to the United Nations system as a whole	Office of the Legal Counsel
	Subprogramme 2. General legal services provided to United Nations organs and programmes	General Legal Division
	Subprogramme 3. Progressive development and codification of international law	Codification Division
	Subprogramme 4. Law of the sea and ocean affairs	Division for Ocean Affairs and the Law of the Sea
	Subprogramme 5. Progressive harmonization, modernization and unification of the law of international trade	International Trade Law Division
	Subprogramme 6. Custody, registration and publication of treaties	Treaty Section

Programme	*Description*	*Entities*
7.	Economic and social affairs	Department of Economic and Social Affairs
	Subprogramme 1. Economic and Social Council support and coordination	Office for Economic and Social Council Support and Coordination
	Subprogramme 2. Social policy and development	Division for Social Policy and Development
	Subprogramme 3. Sustainable development	Division for Sustainable Development
	Subprogramme 4. Statistics	Statistics Division
	ubprogramme 5. Population	Population Division
	Subprogramme 6. Development policy and analysis	Development Policy and Analysis Division
	Subprogramme 7. Public administration and development management	Division for Public Administration and Development Management
	Subprogramme 8. Sustainable forest management	Secretaria' of the United Nations Forum on Forests
	Subprogramme 9. Financing for development	Financing for Development Office
8.	Least developed countries, landlocked developing countries and small island developing States	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
	Subprogramme 1. Least developed countries	Least Developed Countries Unit
	Subprogramme 2. Landlocked developing countries	Landlocked Developing Countries Unit
	Subprogramme 3. Small island developing States	Small Island Developing States Unit
9.	United Nations support for the New Partnership for Africa's Development	Office of the Special Adviser on Africa
	Subprogramme 1. Coordination of global advocacy of and support for the New Partnership for Africa's Development	Office of the Special Adviser on Africa
	Subprogramme 2. Regional coordination of and support for the New Partnership for Africa's Development	Economic Commission for Africa
	Subprogramme 3. Public information and awareness activities in support of the New Partnership for Africa's Development	Department of Public Information

Programme	*Description*	*Entities*
10.	Trade and development	United Nations Conference on Trade and Development
	Subprogramme 1. Globalization, interdependence and development	Division on Globalization and Development Strategies
	Subprogramme 2. Investment and enterprise	Division on Investment and Enterprise
	Subprogramme 3. International trade	Division on International Trade in Goods and Services, and Commodities
	Subprogramme 4. Technology and logistics	Division on Technology and Logistics
	Subprogramme 5. Africa, least developed countries and special programmes	Division for Africa, Least Developed Countries and Special Programmes
	Subprogramme 6. Operational aspects of trade promotion and export development	International Trade Centre
11.	Environment	United Nations Environment Programme
	Subprogramme 1. Climate change	Division of Technology, Industry and Economics
	Subprogramme 2. Disasters and conflicts	Division of Environmental Policy Implementation
	Subprogramme 3. Ecosystem management	Division of Environmental Policy Implementation
	Subprogramme 4. Environmental governance	Division of Environmental Law and Conventions
	Subprogramme 5. Chemicals and waste	Division of Technology, Industry and Economics
	Subprogramme 6. Resource efficiency	Division of Technology, Industry and Economics
	Subprogramme 7. Environment under review	Division of Early Warning and Assessment
12.	Human settlements	United Nations Human Settlements Programme
	Subprogramme 1. Urban legislation, land and governance	Urban Legislation, Land and Governance Branch
	Subprogramme 2. Urban planning and design	Urban Planning and Design Branch
	Subprogramme 3. Urban economy	Urban Economy Branch
	Subprogramme 4. Urban basic services	Urban Basics Services Branch
	Subprogramme 5. Housing and slum upgrading	Housing and Slum Upgrading Branch

Programme	*Description*	*Entities*
	Subprogramme 6. Risk reduction and rehabilitation	Risk Reduction and Rehabilitation Branch
	Subprogramme 7. Research and capacity development	Research and Capacity Development Branch
13.	International drug control, crime and terrorism prevention and criminal justice	United Nations Office on Drugs and Crime
	Subprogramme 1. Countering transnational organized crime and illicit trafficking and illicit drug trafficking	Division for Treaty Affairs
	Subprogramme 2. Countering corruption	Division for Treaty Affairs
	Subprogramme 3. Terrorism prevention	Division for Treaty Affairs
	Subprogramme 4. Justice	Division for Operations
	Subprogramme 5. Prevention, treatment and reintegration, and alternative development	Division for Operations
	Subprogramme 6. Research and trend analysis	Division for Policy Analysis and Public Affairs
	Subprogramme 7. Policy support	Division for Policy Analysis and Public Affairs
	Subprogramme 8. Technical cooperation and field support	Division for Operations
	Subprogramme 9. Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board	Division of Treaty Affairs
14.	Gender equality and empowerment of women	United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)
	Subprogramme 1. Intergovernmental support and strategic partnerships	Intergovernmental Support and Strategic Partnerships Bureau
	Subprogramme 2. Policy and programme activities	Policy and Programme Bureau
15.	Economic and social development in Africa	Economic Commission for Africa
	Subprogramme 1. Macroeconomic analysis, finance and economic development	Economic Development and NEPAD Division
	Subprogramme 2. Food security and sustainable development	Food Security and Sustainable Development Division

Programme	*Description*	*Entities*
	Subprogramme 3. Governance and public administration	Governance and Public Administration Division
	Subprogramme 4. Information and science and technology for development	Information and Communications Technology and Science and Technology Division
	Subprogramme 5. Regional integration, infrastructure and trade	Regional Integration, Infrastructure and Trade Division
	Subprogramme 6. Gender and women in development	African Centre for Gender and Social Development
	Subprogramme 7. Subregional activities for development	Office of the Executive Secretary of the Commission
	(a) Subregional activities in North Africa	Subregional office for North Africa (Rabat)
	(b) Subregional activities in West Africa	Subregional office for West Africa (Niamey)
	(c) Subregional activities in Central Africa	Subregional office for Central Africa (Yaoundé)
	(d) Subregional activities in East Africa	Subregional office for East Africa (Kigali)
	(e) Subregional activities in Southern Africa	Subregional office for Southern Africa (Lusaka)
	Subprogramme 8. Development planning and administration	African Institute for Economic Development and Planning
	Subprogramme 9. Statistics	African Centre for Statistics
	Subprogramme 10. Social development	African Centre for Gender and Social Development
16.	Economic and social development in Asia and the Pacific	Economic and Social Commission for Asia and the Pacific
	Subprogramme 1. Macroeconomic policy and inclusive development	Macroeconomic Policy and Development Division
	Subprogramme 2. Trade and investment	Trade and Investment Division
	Subprogramme 3. Transport	Transport Division
	Subprogramme 4. Environment and development	Environment and Development Division
	Subprogramme 5. Information and communications technology and disaster risk reduction	Information and Communications Technology and Disaster Risk Reduction Division
	Subprogramme 6. Social development	Social Development Division

Programme	*Description*	*Entities*
	Subprogramme 7. Statistics	Statistics Division
	Subprogramme 8. Subregional activities for development	Office of the Executive Secretary, with support for the implementation of activities from the existing subregional offices of the Commission
	(a) Subregional activities for development in the Pacific	Subregional office for the Pacific
	(b) Subregional activities for development in East and North-East Asia	Subregional office for East and North-East Asia
	(c) Subregional activities for development in North and Central Asia	Subregional office for North and Central Asia
	(d) Subregional activities for development in South and South-West Asia	Subregional office for South and South-West Asia
	(e) Subregional activities for development in South-East Asia	Subregional office for South-East Asia
17.	Economic development in Europe	Economic Commission for Europe
	Subprogramme 1. Environment	Environment Division
	Subprogramme 2. Transport	Transport Division
	Subprogramme 3. Statistics	Statistical Division
	Subprogramme 4. Economic cooperation and integration	Economic Cooperation and Integration Division
	Subprogramme 5. Sustainable energy	Sustainable Energy Division
	Subprogramme 6. Trade	Trade and Sustainable Land Management Division
	Subprogramme 7. Forestry and timber	Trade and Sustainable Land Management Division
	Subprogramme 8. Housing, land management and population	Statistical Division and Trade and Sustainable Land Management Division
18.	Economic and social development in Latin America and the Caribbean	Economic Commission for Latin America and the Caribbean
	Subprogramme 1. Linkages with the global economy, regional integration and cooperation	International Trade and Integration Division, in collaboration with the Commission's offices in Washington, D.C., and Brasilia

Programme	*Description*	*Entities*
	Subprogramme 2. Production and innovation	Division of Production, Productivity and Management in close collaboration with other divisions and offices of the Commission, in particular the International Trade and Integration Division and the Commission's offices in Buenos Aires and Montevideo
	Subprogramme 3. Macroeconomic policies and growth	Economic Development Division in collaboration with the Commission's subregional headquarters in Mexico and Port-of-Spain and its offices in Buenos Aires, Brasilia, Bogota, Montevideo and Washington, D.C., as well as other substantive divisions of the Commission
	Subprogramme 4. Financing for development	Financing for Development Division in collaboration with other substantive divisions of the Commission
	Subprogramme 5. Social development and equality	Social Development Division
	Subprogramme 6. Mainstreaming the gender perspective in regional development	Division for Gender Affairs
	Subprogramme 7. Population and development	The Latin American and Caribbean Demographic Centre of the Population Division of the Commission
	Subprogramme 8. Sustainable development and human settlements	Sustainable Development and Human Settlements Division
	Subprogramme 9. Natural resources and infrastructure	Natural Resources and Infrastructure Division
	Subprogramme 10. Planning of public administration	The Latin American and Caribbean Institute for Economic and Social Planning
	Subprogramme 11. Statistics	Statistics Division
	Subprogramme 12. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	Subregional headquarters for Mexico
	Subprogramme 13. Subregional activities in the Caribbean	Subregional headquarters for the Caribbean

Programme	*Description*	*Entities*
19.	Economic and social development in Western Asia	Economic and Social Commission for Western Asia
	Subprogramme 1. Integrated management of natural resources for sustainable development	Sustainable Development and Productivity Division
	Subprogramme 2. Social development	Social Development Division
	Subprogramme 3. Economic development and integration	Economic Development and Globalization Division
	Subprogramme 4. Information and communications technology for regional integration	Information and Communications Technology Division
	Subprogramme 5. Statistics for evidence-based policymaking	Statistics Division
	Subprogramme 6. Advancement of women	Centre for Women
	Subprogramme 7. Conflict mitigation and development	Section for Emerging and Conflict-related Issues
20.	Human rights	Office of the United Nations High Commissioner for Human Rights
	Subprogramme 1. Human rights mainstreaming, right to development, and research and analysis	Research and Right to Development Division
	Subprogramme 2. Supporting human rights treaty bodies	Human Rights Treaties Division
	Subprogramme 3. Advisory services, technical cooperation and field activities	Field Operations and Technical Cooperation Division
	Subprogramme 4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	Human Rights Council, and Special Procedures Division
21.	International protection, durable solutions and assistance to refugees	Office of the United Nations High Commissioner for Refugees
22.	Palestine refugees	United Nations Relief and Works Agency for Palestine Refugees in the Near East
	Subprogramme 1. A long and healthy life	
	Subprogramme 2. Acquired knowledge and skills	
	Subprogramme 3. A decent standard of living	
23.	Humanitarian assistance	Office for the Coordination of Humanitarian Affairs

Programme	*Description*	*Entities*
	Subprogramme 1. Policy and analysis	Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York
	Subprogramme 2. Coordination of humanitarian action and emergency response	Coordination and Response Division and the Central Emergency Response Fund secretariat in New York and External Relations and Support Mobilization Branch in Geneva
	Subprogramme 3. Natural disaster reduction	International Strategy for Disaster Reduction and its secretariat
	Subprogramme 4. Emergency support services	Emergency Services Branch in Geneva
	Subprogramme 5. Humanitarian emergency information and advocacy	Communications and Information Services Branch
24.	Public information	Department of Public Information
	Subprogramme 1. Strategic communications services	Strategic Communication Division
	Subprogramme 2. News services	News and Media Division, supported by the Office of the Spokesperson for the Secretary-General and by the network of United Nations information centres
	Subprogramme 3. Outreach and knowledge services	Outreach Division
25.	Management and support services	Department of Management and administrative services of United Nations Office at Geneva, United Nations Office at Vienna and United Nations Office at Nairobi
	A. Headquarters	
	Subprogramme 1. Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	Office of the Under-Secretary-General for Management; secretariat of the Administrative and Budgetary (Fifth) Committee of the General Assembly and Committee for Programme and Coordination
	Subprogramme 2. Programme planning, budget and accounts	Office of Programme Planning, Budget and Accounts
	Subprogramme 3. Human resources management	Office of Human Resources Management

Programme	*Description*	*Entities*
	Subprogramme 4. Support services	Office of Central Support Services
	Subprogramme 5. Information and communications technology strategic management and coordination	Office of Information and Communications Technology
	Subprogramme 6. Information and communications technology operations	Office of Information and Communications Technology
	B. United Nations Office at Geneva	
	Subprogramme 2. Programme planning, budget and accounts (Geneva)	Financial Resources Management Service
	Subprogramme 3. Human resources management (Geneva)	Human Resources Management Service
	Subprogramme 4. Support services (Geneva)	Central Support Services
	Subprogramme 6. Information and communications technology operations (Geneva)	Information and Communication Technology Service
	Subprogramme 7. Library services (Geneva)	Library Services, United Nations Office at Geneva
	C. United Nations Office at Vienna	
	Subprogramme 2. Programme planning, budget and accounts (Vienna)	Financial Resources Management Service
	Subprogramme 3. Human resources management (Vienna)	Human Resources Management Service
	Subprogramme 4. Support services (Vienna)	General Support Services and Library Services of the Division for Management
	Subprogramme 6. Information and communications technology operations (Vienna)	Information Technology Service
	D. United Nations Office at Nairobi	
	Subprogramme 2. Programme planning, budget and accounts (Nairobi)	Budget and Financial Management Service
	Subprogramme 3. Human resources management (Nairobi)	Human Resources Management Service
	Subprogramme 4. Support services (Nairobi)	Support Services Service of the Division of Administrative Services
	Subprogramme 6. Information and communications technology operations (Nairobi)	Information and Communication Technology Service of the Division of Administrative Services

Programme	*Description*	*Entities*
26.	Internal oversight	Office of Internal Oversight Services
	Subprogramme 1. Internal audit	Internal Audit Division
	Subprogramme 2. Inspection and evaluation	Inspection and Evaluation Division
	Subprogramme 3. Investigations	Investigations Division
27.	Jointly financed activities	
	A. International Civil Service Commission	International Civil Service Commission
	B. Joint Inspection Unit	Joint Inspection Unit
	C. United Nations System Chief Executives Board for Coordination	United Nations System Chief Executives Board for Coordination
28.	Safety and security	Department of Safety and Security
	Subprogramme 1. Security and safety coordination	Division of Headquarters Security and Safety Services
	Subprogramme 2. Regional field coordination and support	Division of Regional Operations, and Field Support Service
	(a) Regional field operation coordination	Division of Regional Operations
	(b) Field support	Field Support Service